

# STEPHANIE LACHMAN-DOUCET

## Business Transformation Architect – Achieving Outcomes and Results

A passionate and dynamic IT professional experienced in delivering results through the skillful design, development, deployment, and support of mission critical, enterprise class systems, efficient business processes, effective business architectures and tangible cultural change.

A certified professional with experience spanning numerous roles and a multitude of technologies, in organizations ranging from startups, to large multinational enterprises and large government departments. Diverse expertise including enterprise architecture, business transformation, business analysis, business intelligence (BI), business analytics, application development and enterprise data warehouse development. Skilled in all phases, disciplines, and issues related to system development, the delivery and support of enterprise-class software solutions. IT operations, IT project/program management, team leadership organizational change and general management.

A results-oriented individual with ability to juggle a wide range of responsibilities and manage many complex assignments simultaneously. Works cross-functionally and collaboratively with customer focus, drive, and commitment. Effectively balances immediate needs with long term goals of disparate stakeholders, while driving continuous improvement and strategic alignment. Demonstrates exceptional organizational skills, integrity, and attention to detail. Strong communicator, problem solver and team leader. Applies mix of industry recognized best practices associated with project management, business analysis, and agile techniques to achieve organizational goals.

Stephanie@projerra.ca

www.projerra.ca

XXX-XXX-XXXX

### Education

Masters Management Studies

BSc Computer Science (Hons)

### Certification

CBAP

PMP

CBDA

TOGAF 9 Practitioner

CSM

ITIL v4 Foundation

PMI-PBA



<https://www.linkedin.com/in/stephanielachman/>

## CORE COMPETENCIES

- Business Transformation
- Software Development Management
- IT Project/Program Management
- Team Leadership, Coaching and Employee Development
- Business Architecture/Analysis
- Business Intelligence/Analytics
- IT Service Management/Delivery
- Requirements/Scope Management
- Release Management
- Change/Configuration Management
- Incident/Problem Management
- Risk/Issue Management
- Stakeholder Engagement
- Organizational Change and Communications
- System/Solution Architecture
- Information Mgmt and Data Stewardship
- Data Modeling and Data Warehousing
- Quality Assurance and Quality Control

### NOTABLE ACCOMPLISHMENTS

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#### BUSINESS ARCHITECTURE

- Defined service standards, operational standards, client engagement protocols and communications strategies for major federal government benefit program, providing all Canadians with a measurable level of performance that they can expect.
- Assisted large federal government department (6,000 employees located across the country) transform from organization with regionally and functionally diverse ITIL/ITSM practices and toolkits, toward one with common ITIL/ITSM processes and tools. Applied agile techniques to define modifications to processes and support culture change.
- Devised the business architecture and service delivery model of a BI Service for a federal government department of 30,000 employees. Specified the roles, responsibilities, procedures, practices, standards and governance structure of a BI Competency Centre that will support and provide oversight to the distributed BI Solution Development Teams. Initiated transformation from organization employing siloed analytics to, distributed yet collaborative BI Solution Development Teams supported by the competency center and an enterprise data repository. Defined the BI Service Catalogue and supporting processes, templates and standards. Developed the cost recovery model, governance and operational processes.

#### BUSINESS ANALYSIS

- Defined business requirements for an analytical toolkit to enable and improve the ability of federal government department to provide credible, reliable and sustained intelligence capabilities, products and services to Canadian personnel and international partners deployed globally.
- Gathered, analyzed, prioritized, and consolidated business requirements from multiple stakeholders including end users, program and policy stakeholders, and the VP of Operations to reinvent and redefine business process for 12 functions in federal government department.
- Led requirement elicitation activities for 50 BI reports for federal government department of 14,000 employees. Reviewed and documented current business process. Documented business requirements and business architecture, including business context diagrams, stakeholder influence charts, data models, data flow diagrams, business rules, user stories and product backlog. Prepared traceability matrices. Coordinated activities with Junior BA.

#### ANLYTICS AND DATA WAREHOUSES

- Designed and led development of next generation analytical platform for Federal government client (30,000 employees). Planned for migration of infrastructure from Cognos 8 to Cognos 10. Provided guidance regarding development of enterprise data warehouse and practices of information management.
- Worked within the federal government department (5,000 employees), in an agile manner, to develop data warehouse and reports to monitor the air traffic safety.
- Led federal government department in trial to incorporate agile techniques into BI report development related to border security incidents.
- Improved stability and performance of a corporate quality data warehouse by creating a partitioned and distributed architecture. Worked cross functionally, applying agile methodologies, to add new capabilities and evolve processes.

#### IT OPERATIONS AND SUPPORT

- Led deployment of 1,200 tablets to federal government department with 15 offices located in Ottawa. Iterative approach considered security, network, and application requirements as well as efficient delivery, training, and communications. Worked collaboratively with IT operations team to modify processes and approach.

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## Achieving Outcomes and Results

- Saved \$500K to 700K annually through skillful redistribution of 100+ UNIX workstations across business functions, 6 different programs and geographic regions.
- Directed team responsible for version and schema/model changes to infrastructure of 20+ SAP installations and 30+ database installations across 2 offices, providing a multi-vendor data source environment for conformance and regression testing by all testing teams. Developed set of metrics for reporting.

## ORGANIZATIONAL AND CULTURE CHANGE

- Championed the creation of an application development team that established a development framework and revitalized the development skill set in an organization that was heavily dependent upon outsourcing and consultants. Prepared and presented business case to Senior Management. Oversaw transformation. Amended project management practices to support agile development. Coached organization in techniques and methods.
- Prepared stakeholder engagement plan and communications plan to support deployment of new toolkit, across Canada and mobile team around the world.

## APPLICATION DEVELOPMENT PROJECT/PROGRAM MANAGEMENT

- Skillfully coordinated activities and deliverables for 8 business functions within 4 teams for 5 major releases applying agile techniques. Accountable for development of core components, including all third-party software libraries, upon which all other Cognos Series 8 components depend.
- Managed migration of enterprise class product platform to new operating system. Coordinated effort of 50 component teams.
- Led team of 12 software developers for a revolutionary product that won the Intelligent Enterprise Reader's Choice Award for Data Visualization Tools twice. Product responsible for over \$100M in revenue and at least 2 patents. Produced 8 major releases.
- Managed multi-disciplinary team developing system to replace many disparate legacy systems with one system, providing a unified approach to transportation security, compliance and enforcement activities

## EDUCATION

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<b>Masters of Management Studies (MMS)</b>	2000
Carleton University, Canada	
<b>Honours Bachelors of Science (HSc Computer Science &amp; Business) Gold Medal.</b>	1992
University of Western Ontario, Canada	

## PROFESSIONAL CERTIFICATIONS

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<b>IIBA-CBDA</b>	IIBA Certified Business Data Analyst	2019
<b>ITILv4 Foundation</b>	Information Technology Infrastructure Library v4	2019
<b>TOGAF</b>	The Open Group Architecture Framework	2018
<b>PMI-PBA</b>	PMI Professional in Business Analysis	2014
<b>CBAP</b>	Certified Business Analysis Professional	2012
<b>CSM</b>	Certified Scrum Master	2010
<b>PMP</b>	Project Management Professional	2007

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Achieving Outcomes and Results

## PROFESSIONAL WORK EXPERIENCE

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<b>PROJERRA MANAGEMENT INC., OTTAWA, ONTARIO</b> President	<b>2007-PRESENT</b>
<b>ALTERNA SAVINGS/BANK, OTTAWA, ONTARIO</b> Director - IT Application Development & Support	<b>2008-2009</b>
<b>COGNOS INC., OTTAWA, ONTARIO</b> Development Manager, Foundation Services (2004-2007) Development Manager Cognos Quality Data Warehouse (2006-2007) Datasource Technical Services Team (2006-2006) Unix Resource Manager (2004-2007) Software Engineering Process Group (2002-2004) Development Manager, Cognos Visualizer (2000-2004)	<b>2000-2007</b>
<b>MAGARDI INC., NEPEAN, ONTARIO</b> Manager, Custom Software Development - INUTS (1999) Manager, Quality Assurance, Network Management (1998-1999) Program Development Lead, Custom Software Development - INUTS (1996-1998)	<b>1996-1999</b>
<b>BELL SYGMA TELECOM SOLUTIONS, OTTAWA, ONTARIO</b> Software Developer	<b>1992-1995</b>

## VOLUNTEER AND NOT-FOR-PROFIT WORK EXPERIENCE

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<b>OTTAWA YOUTH ORCHESTRA, OTTAWA, ONTARIO</b> Volunteer Coordinator	<b>2019-PRESENT</b>
<b>IN-TAC (INTERNATIONAL TALENT ACQUISITION), OTTAWA, ONTARIO</b> Instructor, Project Management and Business Analysis	<b>2009-PRESENT</b>
<b>SADDLEHURST COMMUNITY PROJECTS, OTTAWA, ONTARIO</b> Fiber for Saddlehurst Committee, Business Analyst (2019) Halloween Haul Coordinator (2006-Present)	<b>2006-PRESENT</b>
<b>DIVERTIMENTO ORCHESTRA, OTTAWA, ONTARIO</b> Lead Strategic Planning Committee (2020) Financial Review (2017-Present) Executive Committee, Treasurer (1999-2007) Executive Committee, Secretary (1998-1999) Executive Committee, President (1996-1998)	<b>1996-PRESENT</b>
<b>OTTAWA SUZUKI STRINGS, OTTAWA, ONTARIO</b> Board of Directors, Financial Sub-Committee	<b>2016-2017</b>